

This is an anonymised report, representing the insights Simia delivered following the first module of a 3-part programme. The outputs from this session determined the ongoing design of the programme. This report summarises the competency level and comparison between managers and staff (250 staff).

Summary: Staff Mapping

Overview of the “What we know” mapping activity of the competencies, run in Module 1.

Stronger competencies (mostly 3–4–5 ratings):

- **Communication** - Generally rated highest across all groups. Many dots cluster at level 4 and 5, indicating comfort and confidence.
- **Contributing to Team Success** - Often rated 4 or 5. Staff feel they understand how to support team outcomes.
- **Agility** - Generally positive, with most ratings 3 and above.

Mid-level competencies (cluster around 3–4):

- **Managing Work** - Usually rated 3–4. Staff know their own work but may be less confident managing priorities under pressure.
- **Problem Solving** - Often sits at level 3 or low 4s. Competence is present but not at the top end.
- **Continuous Improvement** - Varies between groups; some rate it high, others show spread from 2 to 4.

Lower confidence areas (2–3 levels, sparse 4–5):

- **Planning and Organising** - Tends to sit between 2 and 3 in several groups, indicating less confidence in proactively structuring work.
- **Learning** - More variable. Some staff feel strong; others rate it lower, suggesting differences in self-driven learning habits or opportunities.

- **Manager Conversations** - Consistently lower across all staff groups. Many dots in level 2–3, few in level 4–5. This suggests staff feel less confident in engaging in performance, feedback, or development conversations with managers.

Summary: Leaders' Mapping

Overview of the “What we know” mapping activity of the competencies, run in Module 1. The leader mapping includes a broader set of competencies, reflecting higher expectations for people leadership.

Stronger competencies (4–5 cluster):

- **Communication** - Very highly rated. Nearly all dots cluster around levels 4 and 5.
- **Contributing to Team Success** - Mostly level 4–5. Leaders feel clear on how to drive team results.
- **Planning and Organising** - Strong cluster in 4–5 range. Leaders show confidence in structuring work.
- **Problem Solving** - Tends toward 4, solid confidence.

Mid-level competencies (3–4 cluster):

- **Agility** - Spreads across 3–4–5, but some variability in confidence.
- **Continuous Improvement** - Most dots at level 3–4, with a few lower ratings.
- **Influence** - Varied between 3 and 4, suggesting some leaders feel less certain influencing across different contexts.
- **Coaching & Developing Others** - Several clusters in level 3–4. Not as high as operational competencies.

Lower confidence areas (2–3 clusters):

- **Facilitating Change** - Appears one of the more challenging areas. Spread between level 2–4.

- **Building Successful Teams** - Also has more dots in the mid-levels rather than upper levels.
- **Developing Strategy** - Ratings spread quite a bit, with some low confidence.
- **Operational Decision Making** - More mixed; some leaders rate it high, others lower.
- **Cultivating Networks / Building Partnerships** - Not universally strong; some lower confidence noted.

Staff vs. Leaders: Comparison & Insights

Where Staff and Leaders Align:

Communication - Both groups rate it strongly. Good base for cascading key messages.

Contributing to Team Success - Both feel solid here, suggesting shared understanding of teamwork expectations.

Problem Solving & Agility - Generally positive in both groups, though leaders have slightly more confidence.

Where Gaps or Mismatches Exist:

Planning and Organising

- Leaders rate themselves higher (mostly 4–5) than staff do (mostly 2–3).
- Possible gap in translating leaders' organisational skills into clarity and guidance for staff.

Continuous Improvement

- Leaders rate it moderately strong (3–4), staff more variable.
- Might reflect leaders being more exposed to improvement initiatives than staff.

Learning

- Leaders generally feel solid; staff are more mixed.
- Potential gap in fostering a continuous learning culture at the staff level.

Manager Conversations / Coaching & Developing Others

- Staff rate “Manager Conversations” as one of the lowest areas (mostly 2–3).
- Leaders’ “Coaching & Developing Others” hovers around level 3–4, not as strong as technical competencies.
- Clear signal that although leaders know the concepts, staff don’t feel these conversations are happening effectively.

Influence & Strategic Competencies

- Leaders report lower confidence in influencing, strategy, and building networks.
- These topics don’t appear on the staff mapping but may be critical for senior-level alignment and could eventually affect staff experience indirectly (e.g. in how priorities shift).

Recommendations

Here are some practical actions based on these insights:

- **Focus on Manager Conversations & Coaching:**
 - Equip leaders with practical tools for everyday feedback, coaching, and development conversations.
 - Measure whether staff begin to perceive better conversations over time.
- **Translate Planning into Clarity for Staff:**
 - Leaders might be strong at planning, but staff feel less certain about “Planning and Organising.”
 - Consider improving how leaders communicate plans, priorities, and expectations.
- **Embed Continuous Improvement at All Levels:**
 - Leaders could involve staff more actively in improvement discussions, ensuring ideas and feedback are visible and acted on.
- **Boost Learning Culture:**
 - Leaders to encourage visible learning behaviours (sharing learnings, admitting gaps, highlighting growth).
 - Provide micro-learning opportunities for staff to boost confidence.
- **Bridge Strategic Competencies to Daily Work:**
 - Leaders with lower confidence in influence and strategic topics could benefit from targeted development.
 - Helps ensure strategic decisions filter clearly to staff, avoiding confusion or mixed signals.